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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME 1992

Industrial Human Resource Development Branch

Industrial Operations Support Division

Department of Industrial Operations

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INTRODUCTION

1. This bulletin describes the UNIDO Industrial Training Offer Programme for 1992. It includes information on UNIDO services in industrial training and gives advice on how to obtain them. It is addressed to government authorities, UNDP resident representatives, UNIDO country directors (UCDs), UNIDO junior professional officers (JPOs) in the field; to intergovernmental and non-governmental agencies; to other pertinent organizations and institutions; and to numerous industrial firms, industry-related institutions, interested individuals and other possible beneficiaries. It should enable all recipients to coordinate their training needs and plans with what UNIDO offers in this field. Such coordination may be essential to make best use of industrial training opportunities.

2. The goal of UNIDO training operations is to improve the skills and broaden the experience of high-level technical, managerial or administrative personnel engaged in industry or in agencies, organizations or institutions related to industry and its development. Accordingly, these operations address themselves to personnel at the postgraduate engineer or economist level or above. UNIDO is not involved in vocational training nor in formal education to obtain a degree - fields that lie within the competence of the International Labour Organisation (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), respectively.

3. In its training operations UNIDO emphasizes practical training (in-plant or on-the-job); upgrading or updating of professional skills; transfer of technological and industrial management know-how and experience, with a view to increasing the capacity for making the right choice of both technology and equipment and for developing appropriate indigenous technologies; cooperation among developing countries in industrial training; assistance to the least developed countries and special measures within the framework of the Industrial Development Decade for Africa (IDDA); and greater participation of women and youth in industrial development.

OBJECTIVE AND BACKGROUND

4. The developing countries need to adopt a systematic approach to tackling the shortcomings that occur at different levels of human resource development. They also need to adjust and upgrade continuously their industrial production structures and accommodate the shifting operational requirements of their industries. An overall human resource development strategy, industry-specific human resource development policies, institutional training systems and training at the enterprise level are required. Training of trainers and industrial managers and engineers is of paramount importance. Aggressive human resource development schemes within industry itself are required in order to combat the all too frequent mismatch between the demand for and availability of skills.

5. The primary objective of the industrial human resource development (IHRD) programme of UNIDO is to assist developing countries in building up coherent and sustainable systems for upgrading local technological skills and managerial and entrepreneurial capabilities and integrating them into the industrial development process, in accordance with the national development strategies and priority plans of those countries. This broad objective is addressed through the various programme instruments or combinations of instruments which

are designed to tackle the requirements of specific countries and regions, so that UNIDO can act most effectively as a catalyst and stimulator of action and change.

6. In general, emphasis will be on linking human resource development and the development and transfer of technology. The direct training services provided by UNIDO in various specialized fields will be oriented primarily towards those participants from developing countries who are, or will be, in a position to train many others in their home countries. Particular weight will be attached to the development of new institutional training programmes at national, sub-regional and regional levels in various specialized fields. UNIDO-sponsored policy-oriented seminars and problem-oriented training workshops will continue to focus on such fields of critical importance as repair and maintenance; quality assurance and control; investment project preparation, appraisal and promotion; enterprise and factory management; contract negotiation; small industry extension services; energy conservation and substitution; and industrial safety and environmental protection.

7. The UNIDO Medium-term Plan 1990-1995 foresees that steps will be taken to ensure that human resource development is a major feature of all UNIDO activities. Emphasis will be placed on research for policy formulation and implementation purposes. This research will focus, among others, on ways and means of stimulating the dynamic evolution of the links between education, research and development, and training and industry, at national and regional levels. Cooperation in long-term institution-building projects will incorporate, where desirable, a policy research component so as to ensure maximum feedback to national human resource development policies and the design of training systems. Greater efforts will be made to ensure that every technical cooperation project has a maximum impact on the host country in terms of human resource development. Similarly, the industrial promotion activities of UNIDO, as well as its information services, will give due attention to their training effects. They will identify, test and demonstrate effective approaches and mechanisms that Governments of developing countries can choose when developing and implementing their own promotional policy instruments for industrial and technological development.

8. The thrust of the UNIDO response along the lines described above led to the elaboration of a comprehensive policy framework for UNIDO operations in the domain of development and transfer of technology and development of human resources (documents GC.3/8 and IDB.5/37). The framework was prepared in accordance with resolution GC.2/Res.4, adopted by the General Conference of UNIDO at its second session, and decision IDB.4/Dec.21, adopted by the Industrial Development Board at its fourth session, as well as resolution GC.4/L.4, item 19, adopted by the General Conference at its fourth session.

OPERATIONS AND ACTIVITIES

A. Research, planning and development of IHRD strategies and methodologies

9. To increase educational research and training possibilities for industrial personnel, a sustained effort will be made to enhance the contribution that education can make in developing special skills needed in industry, and in their application in technology assessment, dissemination of information, carrying out applied research etc. New demands will be made on the educational

system in the light of the appearance of new professions and the disappearance or conversion of others. Innovative approaches in training will be needed to meet the challenges posed by new technologies, such as the introduction of computers as an integral part of the production process (CAD/CAM), and new skills and know-how need to be developed and acquired for the effective development, adaptation and transfer of new technologies.

10. In support of IHRD activities in developing countries in general, and the transfer of new and innovative technologies in particular, appropriate research and consultancy capabilities should be developed. By providing training opportunities for the upgrading of scientific know-how through the presentation of awareness programmes, the preparation of monographs, instructional packages and other related materials, UNIDO will assist industrial research and development institutes, university institutes, and other institutions involved in related activities in developing countries, to strengthen their research and consultancy capabilities so as to better support the upgrading of indigenous industry.

11. In this context, UNIDO will also support research carried out to improve the effectiveness of activities related to the accelerated development of human resources and the utilization of advanced training systems and techniques. Special attention will be given to new communication techniques and computer applications to optimize training systems and to acquire new and specific skills.

12. To enhance the capabilities of developing countries in industrial human resource development, UNIDO is giving increased attention to policies and strategies from which effective training systems can be developed, to narrow the gap between the supply of skilled labour and job qualification requirements. The establishment or strengthening of mechanisms for the coordination of IHRD programmes will be dealt with on a priority basis. UNIDO will thus assist in the identification of needs in relation to capacities and capabilities of enterprises, technologies, realistic skill levels of the required manpower, prevailing conditions and attitudes, and function as coordinator in the establishment of an information system to keep under constant review the interlinkages between education, research, training and industry.

13. To comply with the actual training needs of developing countries, the ensuing principal steps are followed: (a) identification and clarification of training needs; (b) identification of target group; (c) determination of training objectives; (d) design of training programmes; (e) selection of training techniques; (f) selection of training site and preparation of training materials. This methodology forms the basis for delivery of the most appropriate training to best serve the needs of the developing countries, for participants to acquire in a minimum of time a maximum amount of know-how and to allow them, subsequently, to develop their own training activities.

B. Industrial training field operations

14. At the request of Governments or regional bodies, UNIDO is prepared to conduct a variety of training projects in developing countries. Such activities are strongly emphasized because they contribute directly to improving the industrial training infrastructure, which, in turn, leads to a rapid increase in the supply of skilled personnel by means of tailor-made training activities at relatively low cost. The three major project profiles are described below.

Industrial training planning unit at the government level

15. The process of industrial development calls for well-designed, national industrial training policies and programmes. Such policies and programmes have to be developed, set into operation, monitored and adjusted to changing needs at government level. A typical project target would be the establishment within a competent government authority (e.g. the Ministry of Industry, the Chamber of Commerce, industrial associations etc.) of an industrial training planning unit. Major tasks of that unit would be to assess industrial training needs, formulate pertinent policies, identify priority areas, coordinate appropriate systems, establish feasible plans, develop the necessary legislative instruments and contribute to the improvement of the country-wide institutional infrastructure into which industrial training systems fit.

Development of an industrial training infrastructure

16. Industrial training policies and programmes can only be implemented successfully if the related socio-economic infrastructure is well developed. This infrastructure includes governmental and semi-governmental bodies, public holdings, chambers of industry and commerce, employers' associations, trade unions, federations of industry, labour administration, education systems at all levels, associations for training and development and engineering associations.

17. Well-designed and well-adjusted industrial training policies and programmes may not yield the expected results if due consideration is not given to demand and supply analyses. Thus, modern, well-equipped and well-staffed training centres frequently work at only a part of their capacity because of the lack of qualified candidates; it also happens that graduates of such training centres do not find suitable jobs because their training profile is not sufficiently known on the labour market; industrial enterprises in need of qualified staff may not be aware of idle training capacities elsewhere in the country; both trade unions and employers' associations, in their policies, may underestimate the value of proper industrial training. A typical project target would be the development and coordination of the institutional infrastructure as a whole, to ensure the best use of all existing and potential mechanisms and institutions, in-plant training cells included, for the development of human resources for industry.

Strengthening the training capacity and capability of industrial institutions

18. The process of industrial development calls for the active involvement of industrial institutions themselves in the process of industrial training. This means first and foremost building up training centres, which, however, does not exclude other industrial institutions such as standards bureaux, research institutions, information centres and factory-based units. The involvement of such institutions could be limited to the national level, but due regard should be given to any potential for international cooperation. A typical project target would be the strengthening of the training capacity of such institutions with a view to offering practice-oriented, high-quality, demand-oriented programmes at the national and, where appropriate, at the international level. Emphasis should be placed on improving the infrastructure of the institutions, in particular by target-oriented training of trainers, developing pertinent curricula, introducing appropriate training methodologies and techniques, installing modern training equipment and enhancing the management capacity.

General features of industrial training field operations

19. It is also possible to apply only part of one of these project profiles, e.g. to attach an industrial training adviser to an institute or a company to organize industry-university linkages, with emphasis on practice-oriented training and teaching. Furthermore, ad hoc training programmes at national level can be organized with UNIDO assistance.

20. Country-based industrial training projects are usually financed from UNDP country programme funds. Other possible sources of finance are the Special Industrial Services (SIS) fund (for short-term, small-scale emergency assistance), the UNIDO Regular Programme of Technical Cooperation (XP), the Industrial Development Fund (IDF), and funds-in-trust arrangements between a developing or a donor country on the one hand and UNIDO on the other.

21. Further and more detailed information on country-, subregion- or region-based UNIDO industrial training field operations can be requested from the UNIDO Industrial Human Resource Development Branch (for mailing address, see paragraph 61). Requests for projects of this type should be made by Governments or regional bodies in compliance with the established United Nations or UNIDO rules (usually through the UCD or the UNDP resident representative).

C. Industrial group training activities

22. In cooperation with Governments and pertinent institutions of host or donor countries, UNIDO has developed a system of group training programmes for mid-level and senior technical and managerial personnel from developing countries engaged in industry or industry-related activities.

23. One major type of UNIDO's group training activities is the in-plant group training programme. These programmes are carried out by industrial firms, institutions or training centres having relevant specialized know-how and experience, adequate training facilities and the necessary training staff. The objective of these programmes is to provide the participants with concentrated practical experience in their fields of specialization, and with an opportunity to upgrade and update their theoretical knowledge in a relatively short time. In-plant group training programmes are carried out by host institutions selected by UNIDO, and overall activities and implementation are monitored by UNIDO. Usually, these programmes consist of four major components: theoretical training aimed at a re-orientation and upgrading of the theoretical knowledge of the participants; actual in-plant training which may include laboratory or industrial exercises; study visits; and preparation and presentation of a technical report as part of the final evaluation session. In their technical reports, participants assess the value of the knowledge and skills gained with a view to relevance and applicability. Further training needs and follow-up are also expected to be identified by the participants.

24. Another type of UNIDO's group training activities follows the pattern of seminars or workshops and is of shorter duration. The objective is to give the participants an opportunity to upgrade and update their professional capability, usually in a highly specialized field. Activities may include lectures, discussions, working groups, simulations, management games, case-studies and study visits to plants, institutions, trade fairs or exhibitions.

25. Most of the in-plant and some of the other group training activities are repeated in accordance with the demand, some of the group training programmes

are organized on an ad hoc basis. All group training programmes, however, are carried out subject to the availability of funds and suitable training facilities. The requirements for admission to all group training activities are a university degree (or equivalent) in the particular or a related field of training and several years of experience in a responsible capacity within that field.

26. Formal invitations together with the aides-mémoire and other relevant documents to nominate candidates are sent to the appropriate government authorities of selected developing countries, in consultation with the host or donor country, through the UNDP resident representatives. Invitations are sent following the indication of the availability of funds by the donor or other sources, and the determination of the venue, dates and curriculum of the programme. The selection of candidates is carried out jointly by UNIDO, the host or donor country authority, and representatives of the executing institution.

27. Official application for participation in UNIDO group training programmes can be made to UNIDO only by Governments and liberation movements eligible for assistance, after the receipt of a formal invitation from UNIDO through the UNDP resident representatives. The relevant authorities are invited to notify UNIDO as early as possible after receipt of the formal invitation of their interest in specific programmes since nominations received after the indicated deadline date cannot be considered. More detailed information, in particular about specific admission requirements and curricula, is provided in the letter of invitation and the aide-mémoire and can be obtained from the respective UNDP offices.

28. A provisional list of group training activities which UNIDO plans to implement in 1992, subject to the availability of funds, is given in the annex. Some of these are foreseen to be repeated in 1993. The priority areas in group training are described below.

Training of trainers

29. One of the most effective measures UNIDO applies to strengthen the training capability of developing countries is the training of trainers. In addition to the development of communication skills through appropriate training methods and techniques for facilitating the transfer of skills and know-how, the training of trainers programmes are also designed to upgrade the skills and know-how of trainers in activities related to a systematic approach in training and include such topics as training needs assessment, development of curricula and training materials, and assessment and evaluation of training impact. Furthermore, these programmes are intended to provide information on new approaches in training, such as "open learning" and computer-assisted training. In view of the importance of the management factor in training, special programmes are organized for managers and senior training officers of training institutions.

30. Training of trainers programmes are aimed at trainers working in a specific technical or functional field. Depending on training needs and established priorities, programmes for the above components are organized independently or, in some cases, combined under a single programme.

Policies and strategies in IHRD for senior decision-makers

31. Taking into consideration the crucial role the senior policy- and decision-maker plays in developing sound IHRD policies and strategies, UNIDO attaches particular importance to awareness programmes and seminars for high-level personnel. Programmes are aimed at making aware senior decision-makers in IHRD of the importance of developing and establishing appropriate policies and strategies for the development of a national pool of human resources and skills, and at imparting advanced organizational techniques in developing a national and sectoral network of facilities and capabilities of human resources.

Production management

32. One way of increasing industrial production in developing countries is to make better use of existing capacities. Systematic national, subregional and regional programmes in production management for specific industrial sectors could be organized. Training institutions, together with industrial enterprises in developing countries, could form the basis for such training programmes.

Planned maintenance and spare parts manufacturing

33. Another way of increasing industrial production through better utilization of already existing capacities is through planned and preventive maintenance and spare parts manufacturing. National, subregional and regional training programmes could be organized providing training in preventive (including predictive) maintenance for specific industrial sectors. Such programmes could be organized *in situ* by making use of existing enterprises and institutions.

Small- and medium-scale industries

34. The development of small- and medium-scale industries depends largely on the availability of know-how, skills and motivation. Developing countries could cooperate on a subregional basis by pooling their capacities as follows: one country would maintain a centre that organizes training programmes in small- and medium-scale industry management; a second would maintain a centre that organizes training programmes for consultancy and extension personnel; a third would do the same for training government or other officials in charge of promoting small- and medium-scale industries; a fourth would offer training services for pertinent staff of development banks. UNIDO could assist in organizing such training programmes as well as in coordinating such schemes.

Industrial feasibility studies

35. There is a great demand in development banks, industries and Governments of developing countries for staff skilled in preparing and evaluating industrial feasibility studies. Country-based or subregional training programmes could be organized in these areas, by using industrial projects as case-studies, and by making use of UNIDO's methodology for financial and economic evaluation, including the Computer Model for Feasibility Analysis and Reporting (COMFAR).

Development and transfer of appropriate technologies

36. The development and transfer of appropriate technologies are essential to industrial development in developing countries. Subregional or regional training programmes in this area could be developed for specific technological sectors.

Energy management

37. In numerous industrial enterprises in developing countries, energy consumption is increasingly being recognized as a decisive cost factor. On the basis of careful problem analyses, training programmes in the field of energy management could be organized according to specific industrial sectors with a view to improving the energy balances of enterprises in these sectors. This type of training would include both technological and economic aspects and would result, inter alia, in individual, concrete energy management proposals prepared by the participants for their own enterprises.

Environment

38. As a result of the growing industrial development, far-reaching consequences for the environment with regard to the pollution of air, water and soil are experienced. The technological experience of industrialized countries facing problems with regard to environmental pollution can be used and applied for setting adequate measures in developing countries. Training programmes on the environmental assessment and management of air and water pollution from industry could be arranged, including technological and economic aspects. Such training would result, inter alia, in individual, concrete environment management proposals prepared by the participants for their own enterprises.

International negotiations

39. Developing countries are often handicapped in international negotiations on subjects such as investment projects, conditions of financing, transfer of technologies and utilization of natural resources, because they lack sufficiently trained and experienced negotiators and advisers. UNIDO could organize training programmes on international contract negotiations, including topics such as investment evaluation, on a national or regional basis.

D. Fellowships

40. UNIDO fellowships are awarded in accordance with the rules established by the United Nations. Since the inception of UNIDO in 1968, approximately 23,000 individuals have been awarded fellowships (including study tours). One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme tailored to the needs and wishes of the candidates and their employers. In spite of difficulties sometimes encountered in finding suitable placement facilities in sensitive sectors of industry for individual fellows, UNIDO, in close cooperation with the national supervising agencies for international fellowships in the various host countries, has been most successful in placing practically all its fellowship candidates.

41. It is the policy of UNIDO to increasingly place fellows - whether individually or in groups - in suitable industrial training facilities in

developing countries, a policy that helps to promote closer technical and economic cooperation between developing countries.

42. Occasionally, for both financial and technical reasons, UNIDO arranges, where feasible, small, special group training programmes for fellowship candidates who request training in the same field, are at a comparable professional level, and have a common language. These special fellowship group training arrangements are not identical with the group training programmes described in section C above. Such programmes are carefully designed on the basis of the information given in the candidates' nomination forms. They are implemented and supervised in cooperation with selected enterprises and institutions and have been known to yield better results than the traditional individual training. When planning fellowships, it should be kept in mind that the number of host countries to be included in a programme for training abroad should be limited.

43. Placing fellowship candidates properly is very often a cumbersome and time-consuming process (as is the organization of study tours described in section E below). The average handling time of individual fellowships from the receipt of a nomination form at UNIDO Headquarters to the beginning of the training programme abroad, is approximately four months. Experience shows that this much time is needed to arrange a suitable training programme for a fellowship candidate, without jeopardizing the expected high quality of training as well as the good working relations with the national supervising agencies of the host countries on whose cooperation UNIDO has to rely. Field representatives, therefore, should refrain from interventions. Nominations of candidates for all types of UNIDO fellowships can be presented only by Governments and liberation movements eligible for assistance, through the UNDP resident representatives. They must be submitted on official UNIDO fellowship nomination forms and be accompanied by a completed and duly signed medical report form, and a recognized language certificate if the training language is not the candidate's mother tongue, study or working language. Cabled nominations for fellowships are not acceptable. UNIDO nomination forms can be obtained in the offices of the UNDP resident representatives. UNIDO can start processing nominations only after it has received the full documentation.

Fellowships financed from UNDP country programme funds

44. The majority of UNIDO-executed fellowships are financed from UNDP country programme funds. In many projects financed from such funds, however, a gap has appeared between the established annual budget components earmarked for fellowships (budget-line 31) on the one hand and the number of candidates actually nominated on the other, the latter remaining far below of what was provided in the former. Governments, UNDP resident representatives, UCDs and JPOs, chief technical advisers and national project directors, field experts and others concerned with technical cooperation projects financed under UNDP country programmes and executed by UNIDO, should be aware of this problem. One way of reducing this gap would be to start the process of selecting fellowship candidates as soon as the pertinent annual budget has been established. It should also be kept in mind that early selection of fellowship candidates can originate only in the field and not at UNIDO Headquarters.

Fellowships financed from the UNIDO Regular Programme of Technical Cooperation

45. Funds are earmarked for fellowships within the UNIDO Regular Programme of Technical Cooperation for 1992. Regular Programme fellowship funds are not

allocated by country. Governments are invited to request fellowship awards from the Regular Programme for 1992 only by submitting a completed nomination form for each candidate, as described in paragraph 43 above. Any announcement of candidates by letter, cable or otherwise cannot be considered.

46. On the basis of the information given in the nomination form and within financial resources available, the responsible units in UNIDO, in close cooperation with the Fellowship Training Unit, will make proposals concerning the amount of the award, the host country (countries), and the duration and type of the training programme. The duration of fellowships from the Regular Programme should not exceed six months. Upon approval of the proposal by UNIDO, steps toward the implementation of the fellowship will be initiated. Neither study tours nor academic studies leading to a degree can be financed from the fellowship component of the Regular Programme. Furthermore, these funds cannot be used to compensate for a shortage of UNDP funds. There is also a possibility of organizing Regular Programme financed fellowships within the framework of economic cooperation among developing countries (ECDC), or as part of the special measures for least developed countries (LDC).

Projects for "Industrial training through fellowships"

47. Most fellowships and study tours financed under UNDP country programmes and executed by UNIDO are project-oriented, i.e. they are part of technical cooperation projects. In many of the developing countries, however, the demand for training in industry goes far beyond what such projects offer. Governments, UNDP resident representatives, UCDs and JPOs may, therefore, consider including a UNIDO-executed project entitled "Industrial training through fellowships" in the country programme. Such projects could cover the financing of (a) fellowships, under budget-line 31, and (b) study tours, under budget-line 32.

48. These budget-lines should not be further broken down into posts so that UNIDO, in cooperation with the Government and the UNDP resident representative, can have funds available to respond quickly and flexibly to identified needs. The lifetime of projects for industrial training through fellowships should not be limited to a country programming cycle. In the light of past experience, the size of such projects should correspond to the estimated needs for industrial training through fellowships in priority areas not covered by other projects or by other sources of technical cooperation.

49. UNIDO is ready to assist Governments in both drafting projects for industrial training through fellowships and in carrying them out.

Fellowships financed from the Special Industrial Services (SIS) fund

50. Fellowships financed from the SIS fund will, in general, be handled in the same way as those financed from UNDP country programme funds, but it should be kept in mind that SIS financing should be reserved for responding to urgent, short-term needs.

Fellowships financed from funds-in-trust

51. UNIDO is prepared to organize fellowship training at the request of Governments of developing countries willing to bear the full cost, including overheads, by establishing funds-in-trust with UNIDO earmarked for this purpose. The use of such funds is particularly appropriate for projects for

industrial training as described in section B above. The Government, while paying the total cost, would benefit from the substantive experience and the administrative capacity of UNIDO.

52. For fellowships financed from funds-in-trust, the UNIDO financial and administrative rules established for this purpose will apply.

Use of bilateral resources for fellowships

53. UNIDO has been informed by appropriate authorities in selected developed countries that, under certain circumstances and within certain limits, UNIDO fellowship candidates can be partly or entirely financed from those countries' bilateral fellowship funds. Particular emphasis would be given to training nationals of least developed countries. The training programme for such fellows would be carried out in the donor countries concerned.

E. Study tours

54. At the request of Governments, UNIDO organizes study tours for both individuals and groups. Participants in study tours can be high-ranking government officials responsible for industrial development, top managerial staff from certain industrial firms or institutions, or national directors or teams of counterpart experts from UNIDO-executed projects.

55. The aims of UNIDO-organized study tours are to enable decision-makers from developing countries to exchange views with their peers in other countries; specialists to obtain information on technological developments (e.g. at pertinent institutions, firms or trade fairs); technologists and managers to study solutions to problems in factories of a certain industrial sector; scientists to compare the results of their research; and experts to attend conferences to broaden their professional competence. UNIDO study tours are, in principle, of short duration, the average tour lasting about two weeks, the longest one normally not exceeding one month. The maximum number of countries to be visited should not be more than five.

56. A study tour can be financed: from UNDP country programme funds if the project includes a budget-line 32 for that purpose; from the SIS fund and IDF to a very limited extent, if at all; or from earmarked funds-in-trust financed by the nominating countries themselves. Study tours cannot be financed from the fellowship component of the UNIDO Regular Programme of Technical Cooperation. There is also the possibility of organizing study tours within the framework of ECDC arrangements.

57. The organization of a successful study tour is a complex undertaking. It needs continuous, close coordination on the part of numerous authorities, institutions and firms in several countries. For this reason, the nomination of candidates for study tours should reach UNIDO at least two months before the date on which the tour is expected to start. The UNIDO one-page study tour nomination form should be completed, giving a detailed description of the field or fields of interest and of firms or institutions or types thereof desired to be visited. The form can be obtained from the office of the UNDP resident representative. Cabled nominations can be accepted only in exceptional cases and only in advance of official nomination forms. The above applies also to study tours where part or all of the arrangements have been made through direct contacts between the home country authorities or the management of a field project on the one hand and the firms or institutions to be visited on the

other. In such cases, UNIDO can issue financial authorization only upon receipt of written confirmation by the UNDP resident representative of the candidate's home country, stating the confirmed acceptance of each intended visit within the host country (countries). In many host countries, government clearance of an intended study tour is necessary, regardless of whether direct arrangements with host institutions or firms have been made. Governments or liberation movements eligible for assistance can submit nominations through the UNDP resident representatives.

F. Information and inquiry service

Guide to Training Opportunities for Industrial Development

58. For 1992, UNIDO has prepared the 20th issue of its Guide to Training Opportunities for Industrial Development (PI/109), which gives information on over 3,000 training courses/programmes in various industrial fields, to be organized during 1992 all over the world by private, national and international organizations and institutions, including UNIDO. These courses are suitable for and available to industrial and industry-related personnel from developing countries. Approximately one third of them are offered by institutions in developing countries and are open to participants from other developing countries. Among the training courses listed in the Guide, those offered by private, national or international organizations and institutions, except UNIDO, are neither financed nor sponsored by UNIDO, and interested parties are requested to direct their inquiries regarding those courses directly to the institutions whose names and complete addresses are listed in that publication.

59. The Guide is mailed free-of-charge to Governments, UNDP resident representatives, UCDs, JPOs, chief technical advisers of UNIDO-executed large-scale field projects, enterprises, industrial associations and institutions, and many others on request. The total circulation of the Guide is more than 9,000. Requests for copies should be directed to the Industrial Human Resource Development Branch of UNIDO. Institutions offering courses they wish to have included in a future issue of the Guide should address the Branch asking for the appropriate questionnaire.

Industrial Inquiry Service

60. The UNIDO Industrial Inquiry Service is prepared, inter alia, to answer any questions related to industrial training. This free-of-charge service is at the disposal of personnel from developing countries.

61. For further information on assistance UNIDO provides or can provide in the field of industrial human resource development, correspondence should be addressed to:

Industrial Human Resource Development Branch, OSD/DIO
United Nations Industrial Development Organization
P.O. Box 300 - VIC
A-1400 Vienna, Austria

Telephone 211 31 - 0
Telegraphic address UNIDO Vienna
Telex 135612 uno a
Fax 232156

Annex

PROVISIONAL LIST OF UNIDO GROUP TRAINING PROGRAMMES TO BE HELD IN 1992

January/ March	Production management in manufacturing industry	Japan	English
March	Industrial utilization of medicinal plants	Italy	English
March/June	Maintenance and repair of machine tools in metalworking industry	USSR	English
March/May	Rehabilitation of railway equipment	United Kingdom Thailand	English
March	Seminar on technology and financing	Peru	Spanish
March/July	Technology and equipment in electric welding	Ukraine	English
March/June	Wheat milling and storage (with training of trainers)	USSR	English
April/May	Cement industry technology	Turkey	English
April/June	Experimental workshop on high temperature superconductivity advanced activities	Italy	English
April	Non-wood fibre pulping and papermaking	China	English
May	Modern optical storage technology	Poland	English
May/June	Training of trainers in development finance institutions	Italy	English
June	Industrial project preparation, appraisal and financing	Poland	English
June/July	Management of human resources development for industry	USSR	English
June	Study tour in the cement industry	Turkey	English
July	New developments in high-yield pulping, secondary fibre and alkaline	Philippines	English
August/ September	Fruit and vegetable processing	Turkey	English

August/ October	Technology and equipment in electric welding	Ukraine	English
September/ November	Maintenance and repair of railway rolling stock	Belgium/ Cameroon	French
September/ October	Industrial planning and development	Japan	English
September/ November	Iron and steel industry	Turkey	English
September/ October	Methods and technologies in the printing industry	Germany	English
September	Industrial information	USSR	English
September/ November	Small-scale foundry operations for least developed countries	Turkey	English
September	Utilization of medicinal and aromatic plants in pharmaceutical industry	Turkey	English
October/ November	Sugar (sugar-beet) production	Turkey	English
November	High-yield hardwood and non-wood pulping	Myanmar	English
November	Integrated circuits design	Italy	English
November	Workshop on novel techniques in non-destructive testing	United Kingdom	English
Unspecified	Advanced training in frontier areas of organic synthesis	India	English
Unspecified	Basic petrochemicals and production technologies	Romania	English
Unspecified	Fault tolerance software	Austria	English
Unspecified	Training in the maintenance function	Morocco	French
Unspecified	Training of trainers in finance institutions for small- and medium-scale industries	Central Africa	French
Unspecified	Repair and maintenance of railway track	United Kingdom/ Malawi	English
Unspecified	Utilization of micro-processors in the management of small- and medium-scale industries	France	French